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FEB 13 1956

MEMORANDUM FOR: Deputy Director (Support)

SUBJECT: Staff and Non-Staff Elements within the DD/P Senior Staffs.

REFERENCES: 1. Memorandum dated 18 October 1955 from COPS, DD/P to DD/S - Tab C.  
2. Memorandum dated 27 October 1955 from DD/S to Chief, Management Staff - Tab C.

1. PROBLEM: What nomenclature and/or personnel reporting changes are necessary to more truly show functional alignment of the Senior Staffs, DD/P.

2. ASSUMPTIONS:

- a. The problem excludes consideration of staff functioning within Operating Divisions and staff overlapping - Operating Division vis-a-vis Senior Staffs.
- b. The problem excludes consideration of any organizational change.
- c. Definition of the Senior Staff function as such, within their respective fields of competency, is as follows: (This is ad hoc but deemed sufficient for our purpose here.)
  - (1) to supervise adherence to policy;
  - (2) to construct policy where non-existent and needful, secure DD/P and other Agency concurrence as appropriate, and DD/P promulgation thereof;
  - (3) to initiate program and/or project planning with the Area Divisions and to review plans initiated by the Area Divisions themselves;
  - (4) to devise procedures, standardized insofar as possible, for performance under approved policies and objectives;
  - (5) to advise, guide, and assist the Area Divisions in carrying out intra-area programs and projects, and inter-area programs and projects as specified in

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- (6) to review proposed programs and projects for worthiness of objectives and effectiveness of techniques;
- (7) to monitor the operational performance under approved programs and projects for continuing worthiness of objective and effectiveness of techniques.
- (8) In respect to personnel - [REDACTED]

d. Definition of the Operational Support function as such, is as follows: (ad hoc)

- (1) Operational support is all that technical assistance actually contained - or to be contained, within an operation(s) so as to constitute an inherent part thereof.

3. FACTS BEARING ON THE PROBLEM:

a. The presently designated Senior Staffs within the DD/P Area are:

Foreign Intelligence Staff  
Psychological & Paramilitary Operations Staff  
Counter Intelligence Staff  
Technical Services Staff

b. There are four (4) broad functional areas within the DD/P. These are:

Staff  
Operations  
Operational Support  
Administrative Support

- (1) All of these functions show to greater or lesser degree within all of the DD/P gross organizational elements.
- (2) The Senior Staffs show a preponderance of non-staff functional responsibility, as indicated by personnel assignments.
  - (a) Based on the on-duty strength of 31 November 1955, personnel assigned to staff and non-staff functions are as follows: (Detail shown in Tab B.)

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4. DISCUSSION:

- a. It has been found impractical to distinguish with exactness those functions that are "pure staff", "pure operations", "pure operational support" and "pure administrative support" - and no attempt has been made to be categorical about them nor seek nitpick alignment. In some elements, there are gray areas of activity in which there is a continuing intermingling of staff, operations and operational support functions.
- b. Some of the elements (RI/FI is an example) are not performing staff functions but are closely identified with a senior staff for the general purposes of administration and control.
- c. Predominantly TSS does not perform Senior Staff functions as contained in the definition of the term Staff. TSS is primarily engaged in activities of an operational support nature, and affords a particularly good example of this type of function.
- d. The facts and figures in this study were discussed with the respective staff chiefs of FI, PPO, TSS, and the Deputy Chief, CI, all of whom confirmed the findings set forth herein. Where an element of a Senior Staff is performing a preponderance of staff work the total strength of the element is shown as staff; where an element is performing a preponderance of non-staff work the total strength of the element is shown as non-staff.
- e. The Monthly Personnel Statistical Review presently reports strength for the Senior Staffs in total figures. However, there is no reason why a reporting plan showing the breakdown of the Senior Staffs by staff and non-staff elements cannot be included in the MPSR.

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- f. Some direct operating was found within the Senior Staffs. These few elements, for our purpose here are classified as non-staff and in operational support.
- g. Administrative support strictly conceived - as found in these Senior Staffs is treated as non-staff, i.e., in order to get pure staff as such (or as nearly that as reasonably practicable) the other functions found within these Staffs - operations, operational support and administrative support - are grouped.
- h. The problem as posed avoids such organizational questions as:
  - (1) Should RI be contained within the FI Staff?
  - (2) Does AM really belong within PPO Staff?
  - (3) Is CM administrative support (DD/S) or properly operational support within DD/P?
  - (4) Should the operational support function of TSS report separately and directly to COPS?
  - (5) Is the Central Cover Branch (official plus non-official cover) now under the Operations Division, FI, best placed there to insure the degree of active, collaborative and closely directed operational support with CM -with AM- with other operational support elements and all Divisions?
  - (6) All of these DD/P named units are significantly and demonstrably operational support; they are buried in "staff". Would a different organizational alignment strengthen them and produce better service?
  - (7) What about the size and variegated activities of these staffs  in terms of effective supervision?

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## 5. CONCLUSIONS:

- a. It is entirely and easily feasible and proper to change the nomenclature or category of incorrectly named staff elements and the personnel reporting procedure to more truly reflect actual conditions.
- b. Clearly, while delineation of true function via nomenclature will serve to improve accounting for personnel allocation, the very number  total), now wrongly categorized, in itself, raises the question of organizational misalignment.

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6. RECOMMENDATIONS:

- a. Change the names of the four Staffs; change the alignment of units in these Staffs to separate out operational support from staff; change the T/O machine run in conformity with this and direct the Office of Personnel to so report personnel alignment in the Monthly Personnel Statistical Review - all as shown in Tab A immediately next hereto.



Chief, Management Staff

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3 Attachments  
Tabs A,B,and C.

NB-1-The Office of Personnel has concurred to me personally.



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NB-2 The C/OPS/DD/P has concurred to me personally.



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The recommendation in Paragraph 6a above, is approved.

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C. P. CABELL

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